TAB

5 JUL 1972

MEMORANDUM FOR: Executive Director-Comptroller

Bill :

          The attached paper raises one of the issues which must be settled en route to sizing the over-all information sciences training program. I believe that for FY 73 we are obligated to take such students as other USIB member agencies desire to propose for the courses run by our people at the DIS facilities, limited of course by the numbers the staffing will permit. I shouldn't think, based on past experience while DIS was running the program that the student load would exceed program and faculty capabilities.

          FY 74 and beyond poses a different problem. The program we proposed was not approved at the original level or any others we suggested. We are looking to identify Agency requirements but we need answers:

          a. Should we contemplate any non-CIA students in FY 74? If not, do USIB agencies have to receive additional notification? Does PFIAB have to be informed of the changes - by special notice or in the Director's annual report?

          b. At what level should we try to peg the Agency program for FY 74 and beyond - general education for familiarization only for a broad population, incorporated into existing other OTR courses or expanded technical applications training for actual and potential users. Should we react or go for business? The amount which was left in the FY 74 program will not accommodate expanded technical applications training. We have to work more on requirements but a posture indication from you would be helpful to that effort.

25X1A

John W. Coffey

Att:
Memo frm AD/TR to DD/S dtd 27 June 72
subj: Information Science Training for the

SECRET

cc: AD/TR

2 7 JUN 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT   : Information Science Training for
                    the Intelligence Community

REFERENCES   : (a) PFIAB memo to the President, subj.:
                         U.S. Intelligence Community Capabilities
                         for Handling Intelligence Information, dtd
                         15 Jun 65

                    (b) CODIB-D-113/5.7, subj.: Systems Training
                         for Intelligence Personnel, dtd 2 Feb 67

                    (c) DCI memo to the Secretary of Defense, subj.:
                         Establishment of Training Courses at the
                         Defense Intelligence School in the Application
                         of Information Science Technology to Intelligence,
                         dtd 25 Mar 67

                    (d) Secretary of Defense memo to the Director, DIA,
                         subj.: Training of Intelligence Personnel in
                         Information Science Technology, dtd 13 Jun 67

                    (e) DIA memo, subj.: Establishment of the Informa-
                         tion Science Center, DIAJT, dtd 26 Dec 67

                    (f) DIA memo for the Chairman, USIB, subj.:
                         Closure of the Information Science Center, dtd
                         3 Feb 72

                    (g) Ltr frm Ex. Dir.-Compt., CIA, to DIA, dtd
                         23 May 72

    1. This memorandum reviews the sequence of circumstances leading to
the establishment of the Information Science Center on 26 December 1967, and
the subsequent termination of support by the Defense Intelligence Agency, for

Subject: Information Science Training for the
Intelligence Community

the purpose of seeking clarification of its responsibilities, if any, of the
Director of Training for providing information science training for non-CIA
personnel of the Intelligence Community in the CIA managed courses planned
for Fiscal Year 1973 and beyond.
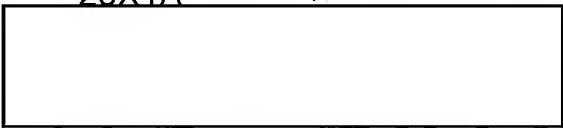
2. Reference (a) stressed the need for improvement in the storage and
retrieval of the intelligence product and recommended the training and retrain-
ing of personnel engaged in information-handling activities and in systems
thinking and systems skills, suggesting that both senior administrative person-
nel and more junior operating people should acquire new abilities and attitudes
to discharge the responsibilities associated with the enormous file and distri-
bution system of the Intelligence Community. Reference (b) recommended a
balanced program of university training, in-house data handling instruction
and specialized courses at DIA applying information science technology to
intelligence problems. Reference (c) requested DIA to develop specialized
courses for personnel of the Intelligence Community. Reference (d) requested
development of specialized courses by DIA, starting in FY 1969. Reference (e)
established the Information Science Center at its Defense Intelligence School to
develop information science courses in order to meet the requirements of the
Intelligence Community. Reference (f) stated that it would be necessary to
close the Information Science Center by 30 June 1972 due to Department of
Defense budgetary cuts and reductions in other resources. It noted that DIA
could arrange classroom space and faculty offices for a continuing program if
other Intelligence Community members wished to provide funds or personnel.
Reference (g) informed DIA that CIA desired to conduct under CIA management
various information science courses at its Information Science Center in
FY 1973 pending determination of longer-range requirements and a more
permanent solution, thus accepting the DIA offer of facility support.

3. In the last 60 days negotiations have been completed with the Director,
Defense Intelligence School for the scheduled use of their facilities in FY 1973
and the NSA has agreed to provide an instructor for the faculty. Program
alternatives have been proposed and a reduced, but active information science
program is to be undertaken in FY 1973. Guidance provided by the Executive
Director-Comptroller suggests the desirability of bringing this program on
CIA premises in FY 1974 with a greater emphasis on the needs for the training
of CIA personnel.

Subject: Information Science Training for the
Intelligence Community

4. In view of the interests of the President's Foreign Intelligence
Advisory Board in information science training for the Intelligence Community
and the subsequent initiative of the Director of Central Intelligence in the
establishment of a community center for this purpose, the Office of Training
would appreciate additional guidance on the extent of its responsibility for
training the personnel of other USIB agencies and departments in the CIA
managed programs to be conducted in Defense Intelligence School facilities
in FY 1973 and on Agency premises in FY 1974.

25X1A

Acting Director of Training

Atts

Refs a - g

13 July 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT   : Information Science Training

REFERENCE   : Memo to ExDir from DD/S dtd 5 Jul 72

1. In response to your request for guidance, I believe the following should be accepted as the guideline:

    a. CIA should plan to operate an information science training program for CIA personnel only. We are not required to conduct a community service, and there are certain very distinct benefits in having an in-house operation which can be focused more on our particular needs.
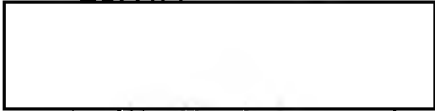
    b. Since this is an individual CIA activity, I see no need to involve the PFIAB at this stage, since it was DIA which terminated the community effort. Further, the PFIAB requirement was levied in 1965, at a time when information science capabilities were considerably less than they are in 1972.

    c. The basic thrust of our program should be to familiarize a rather broad spectrum of our analyst, administrative, and operating personnel with techniques of information science which can make a direct contribution to the performance of their duties. I would hope, for instance, that you would indeed incorporate some actual machine handling into some of your other courses. I do not believe you need to go in for the highly specialized technician-level training, as I suspect to the extent this is necessary we can exploit industry or academic training capabilities.

2. With respect to the amount of investment we should make in this effort (whether to react or go for business), I would appreciate your contacting potential customers for an estimate of their interest in use, following which we can better make some overall judgments as to the total investment needed.

25X1A

W. E. Colby
Executive Director-Comptroller

Concur:

25X1A

D/DCI/IC

cc: D/DCI/IC

A

ATTACHMENT A

MEMORANDUM FOR: Senior Training Officers

SUBJECT : Information Science Training Program
for FY 1974

1. As the result of the recommendation in 1965 of the
President's Foreign Intelligence Advisory Board (PFIAB), and a
follow-up study by a USIB committee, the DCI requested the
Department of Defense to develope and support a program of Infor-
mation Science training for the benefit of all USIB agencies and
departments. Thus, the Information Science Center (ISC) was
established in 1967 at the facilities of the Defense Intelligence
School (DIS). In 1970 CIA detailed two staff members to augment
the faculty of the ISC. In early 1972 DIA announced that it would
be necessary to withdraw their financial and personnel staffing
support to this project because of heavy DOD budget cuts.

2. The Office of Training (OTR) has been tasked by the
Executive Director-Comptroller and the Deputy Director for Support
with the responsibility for salvaging sufficient ISC faculty,
program and facility resources to permit a Information Science
Training Program in FY 1973 and determining the Agency's longer
range training requirements. Announcements of FY 1973 courses are
being prepared and will be distributed this week. This program
will contain a series of shortened and otherwise modified versions
of recent ISC course offerings. Also, Information Science and
Management Science subjects will be inserted in such key OTR programs
as the Senior Seminar and the Midcareer, Intelligence Production,
and Intelligence and World Affairs courses.

3. In FY 1974 we expect to improve and expand the inputs in
OTR courses. Additionally, there may be a capability to provide
separate courses in certain Information Science and Management Science
subject areas. The courses under consideration are outlined in the
Attachment. It is essential for planning purposes that we receive
from your various offices their best estimates of participation in
these programs.

SUBJECT: Information Science Training Program for FY 1974

4. Information Science may be defined as the body of knowledge and the methodology dealing with systematic and scientific solutions to intelligence and intelligence support tasks. It combines such approaches as Systems Analysis, Operations Research and Computer Operations, and such methods as Queuing, Network Analysis, Simulation, Linear Programming, Correlation and Regression Analysis, Statistics Modeling, and Probability. Management Science refers to the application of Information Science methods to the functions of planning, organizing, controlling and decision-making.

5. All instruction will be presented in intelligence and intelligence management contexts utilizing, if resources permit, a practical, "hands-on", computer terminal teaching approach. Course offerings will be designed for personnel at all levels who need to know the applications of Information Science to intelligence and intelligence support tasks, including the ability to interface effectively with specialists on information handling systems supporting, or otherwise affecting their responsibilities. As such these courses and course inputs are for the benefit of non-specialist systems users. They are not directed toward systems specialists.

6. If there are any questions with respect to the Attachment, please phone the Admissions, Information and Records Branch, OTR,

STAT
Extension [   ]

7. We would appreciate your responses by 1 August 1972.

HUGH T. CUNNINGHAM
Director of Training

Att

- 2 -

MEMORANDUM FOR: Director of Training

ATTENTION   : Admissions, Information and Records Branch
(OTR/ISS/AIR), Room 1036, Chamber of
Commerce Building

FROM   : _____ (Office Concerned)

Listed below are the best estimates of this office of student enrollments in FY 1974 for the courses described:

Course	Number of Enrollments in FY 1974
A. Information Science for Intelligence (Functions Course)	

    A six-week course for professional intelligence personnel teaching skills in the applications of Information Science to intelligence collection, production and support tasks. It includes Systems Analysis, Computer Applications, and Operations Research Techniques such as Storage and Retrieval, Linear Programming, Queuing, Bayesian Analysis, Value Analysis, Probability, etc. The course is presented in the context of the intelligence collection, production and support functions of the Agency. Practical, "hands-on" teaching techniques are utilized. Two years intelligence experience is desired but not essential. An engineering or mathematics background is unnecessary. (Grade range -- GS-09 through 14)

Course

B. Management Science for Intelligence

A one-week course for middle and senior
level managers emphasizing the appli-
cations of Information Science methods
to management tasks. It teaches systematic
and qualitative management methods. Course
emphasis is on conveying to the student an
appreciation of the capability, applicability
and limitations of Management Science methods.
The student is introduced to the use of
computer terminal but skills are not developed.
(Grade range -- GS-12 to 15. Special courses
can be offered for grades GS-16, 17 and 18.)

C. Systems Analysis for Intelligence

A two-week course in Systems Analysis
Techniques for intelligence professionals.
It incorporates much of the Information
Science material of the Functions Course
(see paragraph 1, A) but is reduced in
scope and depth. Practical exercises are
utilized and elementary skills are developed.
(Grade range -- GS-09 through 14.)

D. Survey of Intelligence Information Systems
(Survey Course)

A three-week course for intelligence
officers designed to provide an overview
of the information handling systems of
the various agencies of the Intelligence
Community. It surveys the content, services,
capabilities, and limitations of these systems.
It includes visits to CRS, NPIC, DIA, and NSA.
It teaches elementary skills in the use of
storage and retrieval and on-line terminals
and the application of these skills to intelli-
gence tasks. (Grade range -- GS-09 through 15.)

- 2 -

Course	Number of Enrollments in FY 1974
E. Workshops in Intelligence System Applications	_____

Two or three week special courses
designed to meet the unique Infor-
mation Science training requirements
of highly functional areas of appli-
cation. These can be tailored to
meet the such special needs as Indi-
cations and Warning, Finance, Current
Intelligence, Clandestine Services.
(Grade range -- as desired by customer
office.)

F. Any Other Information Science or
   Management Science Course desired
   by customer office for non-systems
   specialist and non-technical personnel.
   (Describe)

_____

_____

_____

_____

_____

G. Any other comments:

_____

_____

_____

_____

_____

B

SUMMARY

INFORMATION SCIENCE TRAINING REQUIREMENTS

FY 1974

	INFORMATION SCIENCE FOR INTELLIGENCE (6 weeks)	MANAGEMENT SCIENCE (1 week)	SYSTEMS ANALYSIS (2 weeks)	SURVEY OF INFORMATION HANDLING SYSTEMS (3 weeks)	SPECIAL WORKSHOPS (2-3 weeks)	TOTALS
DDI	23	62	42	49	24	200
DDP	2	3	1	--	3	9
DDS	15	33	11	8	20	87
DDS&T	2	9	11	6	3	31
TOTALS	42	107	65	63	50	327

C

DDI

INFORMATION SCIENCE TRAINING REQUIREMENTS

FY 1974

	INFORMATION SCIENCE FOR INTELLIGENCE (6 weeks)	MANAGEMENT SCIENCE (1 week)	SYSTEMS ANALYSIS (2 weeks)	SURVEY OF INFORMATION HANDLING SYSTEMS (3 weeks)	SPECIAL WORKSHOPS (2-3 weeks)	TOTAL
SRS	2	--	--	--	2	4
IRS	--	1	--	--	--	1
DCS	--	2	--	--	--	2
OER	--	--	--	5	--	5
OCI	3	3	1	5	7	19
CRS	1	14	13	7	--	35
IAS	8	10	6	2	1	27
OBGI	2	6	6	6	3	23
OSR	1	1	--	2	--	4
NPIC	6	22	13	21	9	71
STATSPEC	--	1	--	1	--	2
SSG	--	2	3	--	2	7
TOTALS	23	62	42	49	24	200

D

DDP

INFORMATION SCIENCE TRAINING REQUIREMENTS

FY 1974

	INFORMATION SCIENCE FOR INTELLIGENCE (6 weeks)	MANAGEMENT SCIENCE (1 week)	SYSTEMS ANALYSIS (2 weeks)	SURVEY OF INFORMATION HANDLING SYSTEMS (3 weeks)	SPECIAL WORKSHOPS (2-3 weeks)	TOTAL
WH	1	1	1	--	--	3
EUR	--	--	--	--	--	--
NEA	--	--	--	--	--	--
FE	--	--	--	--	--	--
STATINTL	--	--	--	--	--	--
CA	--	--	--	--	--	--
STATINTL	--	--	--	--	--	--
MP	1	2	--	--	3	6
TOTALS	2	3	1	0	3	9

E

DDS

INFORMATION SCIENCE TRAINING REQUIREMENTS

FY 1974

	INFORMATION SCIENCE FOR INTELLIGENCE (6 weeks)	MANAGEMENT SCIENCE (1 week)	SYSTEMS ANALYSIS (2 weeks)	SURVEY OF INFORMATION HANDLING SYSTEMS (3 weeks)	SPECIAL WORKSHOPS (2-3 weeks)	TOTALS
OS	--	--	--	--	--	0
OC	5	4	3	5	--	17
OMS	--	1	--	3	--	4
OF	--	--	--	--	20	20
OL	--	4	--	--	--	4
OP	6	10	--	--	--	16
OTR	4	14	8	--	--	26
TOTALS	15	33	11	8	20	87

F

DDS&T

INFORMATION SCIENCE TRAINING REQUIREMENTS

FY 1974

	INFORMATION SCIENCE FOR INTELLIGENCE (6 weeks)	MANAGEMENT SCIENCE (1 week)	SYSTEMS ANALYSIS (2 weeks)	SURVEY OF INFORMATION HANDLING SYSTEMS (3 weeks)	SPECIAL WORKSHOPS (2-3 weeks)	TOTAL
OSA	--	--	--	--	--	--
ORD	1	2	1	2	1	7
OCS	--	--	--	--	--	--
OSI	--	4*	8*	1*	1	14
OSP	--	--	--	--	--	--
FMSAC	--	1	1	--	1	3
OEL	1	2	1	3	--	7
TOTALS	2	9	11	6	3	31

* Office estimate reduced by 50% on recommendation of EO/OSI

G

DD/S _22-4045_

25 October 1972

MEMORANDUM FOR: Mr. Robert Wattles, A/DDS

SUBJECT: D/DCI/IC Projects Which May Affect Future
Training Requirements

1. As a matter of background information in your consideration
of future training responsibilities of OTR, I thought you would be
interested in the following comments on two projects which are being
undertaken in the Product Review Group of the IC staff. Both of these
projects relate to the charge in the President's memorandum of 5
November 1971, "Organization and Management of the U.S. Foreign
Intelligence Community," that "a determined effort be made to upgrade
analysis personnel and analysis methods."

2. The first project is examining the training in analytical
methodologies which is being provided intelligence production analysts
in CIA, DIA, and INR/State. Annexes to the study already have been
prepared on each organization. The text of the study will evaluate
the manner in which this training is being applied in the production
process and will comment on expected future requirements. It already
is clear, however, that one of the objectives should be the fostering
of an improved environment within the production offices for
experimentation with new analytical methodologies on live intelligence
problems and increased use of computer support to take advantage of
what the behavioral sciences and information sciences can offer.

3. The second project, closely related to the training study,
involves an examination of ways and means of experimenting with new
and better ways of developing intelligence products. The recent
decision to authorize establishment of a five-man staff in DDI for
this purpose is one of several indications of growing interest in this
problem in the intelligence community. Both DIA and INR/State have
experimental efforts underway. PRG/IC is working with the DOD Advanced
Research Projects Agency to learn what applicable research, of at least
potential use to the intelligence community, already has been financed
in universities and elsewhere by ARPA. It now seems probable that one
recommendation of the study is going to be that the DCI form a community
committee to foster exchanges of information on product development among
elements of the intelligence production community and to propose specific
research projects.

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4. Both of these study efforts are still in their information
gathering stages, but I am already convinced that there is a growing
realization in the offices involved with production of finished
intelligence of the need for adopting advanced analytic methods and that
expanded training in analytical methodologies and the information
sciences will be necessary. Since all of the organizations face
problems which are quite similar in nature, the kinds of training
required also are going to be similar. This will increase interest
in jointly-sponsored training activities or in training conducted
by one organization for the use of all as a matter of common concern.
In view of the responsibilities of the DCI in matters of community
resource use, there may well be a tendency to look to him for leadership
in fostering arrangements which will provide training at the least
overall cost.

25X1A

\ Chief, PRG/IC

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DD/S Distribution:
    Orig - [   ] OTR (10/30/72)
    1 - DD/S Subject